



**USAID** | **DEED**  
FROM THE AMERICAN PEOPLE

# STRATEGIC RECOMMENDATIONS FOR DIASPORA ENGAGEMENT

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# STRATEGIC RECOMMENDATIONS FOR DIASPORA ENGAGEMENT

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## Abbreviations

DEED	Développement Economique pour un Environnement Durable (Economic Development for a Sustainable Environment)
FAVACA	Florida Association for Volunteer Action in the Caribbean and the Americas
HDM	Haitian Diaspora Marketplace
HTA	hometown association
HI-FIVE	Haiti Integrated Financing for Value Chains and Enterprises
NGO	nongovernmental organization
NOAH	National Organization for the Advancement of Haitians
NRM	natural resource management
USAID	United States Agency for International Development
WINNER	Watershed Initiative for National Natural Environmental Resources





## Executive Summary

U.S. Agency for International Development (USAID)/Haiti is taking the steps necessary to more seriously engage the Haitian diaspora in its development programs. When the USAID-funded Economic Development for a Sustainable Environment (DEED) project was designed and awarded to DAI in January 2008, the contract had a diaspora engagement component built into it. DEED is a three-year project (January 2008–January 2011) working in two vital watersheds—90,000 hectares around Montrouis in Haiti’s Western Department and Limbé in the Northern Department. The project focuses on environmentally sustainable economic development through commercial agriculture, alternative livelihood development, NRM, and environmental recovery.

DEED’s diaspora engagement targets fall within Result 7, which calls for the project to leverage private sector investment to deepen project impact on the watersheds. Requirement 7.2 specifically calls for a system for channeling diaspora funds and expertise to support producer groups, enterprises, and watershed management councils in the target watersheds. At the proposal stage, DEED originally planned to develop two mechanisms to attain the intellectual and financial investment targets of the project: 1) an intellectual work program to facilitate 500 hours of diaspora-volunteered technical expertise; 2) a Diaspora Investment Fund to channel \$1 million of diaspora investments to the watersheds.

However, since DEED began in January 2008, the number of USAID/Haiti projects looking to engage the diaspora has increased—which suggests opportunities for linkages and a potentially changing role for DEED. Moreover, DEED staff also realized that the Haitian diaspora is very diverse and there are still many unanswered questions about their interests, motivations, constraints, and drivers with regard to enhanced participation in Haiti’s development, particularly as it pertains to NRM. Therefore, DEED hired a consultant to carry out consultations with USAID and other donor projects and to conduct market research on the diaspora to develop a strategy for the project to move forward on its targets.

Ultimately, the DEED consultant met with five donors/donor projects, conducted semi-structured interviews with 15 diaspora leaders, and held many more informal interviews with Haitians living abroad. Key findings resulted in laying out 11 strategic recommendations, which are broken out into three main sections as outlined below:

Section	Number of Recommendations
Overarching Recommendation	One (R1)
Intellectual Investments Recommendations	Five (R2–R6)
Financial Investments Recommendations	Five (R7–R11)

The **one overarching recommendation** involves encouraging USAID to lead a Diaspora Working Group to coordinate near-term diaspora engagement efforts and to support a longer-term strategy. The working group would provide a critical support structure to DEED and other USAID projects looking to engage the diaspora.

Table 1 summarizes the consultant's opinion as to whether the current intellectual and financial investment targets still seem attainable and presents recommendations for how DEED should direct its efforts going forward.

**TABLE 1: REACHING DEED'S DIASPORA ENGAGEMENT TARGETS**

Category	Targets	Still Attainable?	How?
Intellectual Investments	<ul style="list-style-type: none"> <li>• 500 person-hours of diaspora expertise spent on watershed development issues in the targeted watersheds.</li> </ul>	Yes	<ul style="list-style-type: none"> <li>• Form a strategic partnership with two to three volunteer and diaspora organizations to meet demands for volunteers on a rolling basis (R2 and R3)</li> <li>• Organize one large volunteer mission with a diaspora organization (R3)</li> <li>• Support other ways of enticing diaspora organizations and individuals to volunteer (R4, R5, R6)</li> </ul>
Financial Investments	<ul style="list-style-type: none"> <li>• Diaspora Investor Forum hosted: Q6.</li> <li>• A Diaspora Investment Fund in place by Year 3.</li> <li>• \$1 million in diaspora funds being channeled to transparent, business-run, democratic groups in the watersheds by Year 3.</li> </ul>	Potentially – in collaboration with other USAID projects	<ul style="list-style-type: none"> <li>• Revisit the feasibility of the targets given the insights gained from the strategy development process (R7)</li> <li>• Encourage reassigning of primary responsibility for the creation of the Fund and the hosting of the Investor Forum to projects that are better positioned to take these on (R8)</li> <li>• Explore the possibility of using DEED's grant mechanism to provide grants to investors (R9)</li> <li>• Continue to nurture relationships with diaspora organizations to build trust and explore investment opportunities in watersheds (R10)</li> <li>• Leverage upcoming trade and business missions to promote investment opportunities (R11)</li> </ul>

The annexes to this report include the following additional tools and information for the project's use:

- **Annex A** is the list of high-potential diaspora partner leads and their contact information.
- **Annex B** is a copy of the final version of the DEED diaspora marketing flyer used during strategy development and finalized based on diaspora feedback. This, along with select success stories and newsletters, can serve as the core marketing materials for outreach efforts.
- **Annex C** is the list of donor meetings and diaspora semi-structured interviews held.

DEED is still very well placed to support enhanced diaspora participation in Haiti. The strategic recommendations aim to guide DEED to focus on what it is best positioned to do to strengthen sustainable mechanisms for diaspora engagement in its two watersheds.

# Diaspora Engagement in Haiti: A Call for Collaboration

Former President Bill Clinton was met with echoing applause and cheers during an August 9, 2009, speech in Miami when he told an audience of more than 300 members of the Haitian diaspora—“It is my opinion that this is by far the best chance that Haiti has had, in the 35 years that I have been acquainted with it, to slip the bonds of the past.” As the keynote speaker at The Haitian League<sup>1</sup>-organized Diaspora Unity Congress, he shared his extreme optimism for Haiti’s future in light of the improved security situation, numerous unexplored investment opportunities, and heightened commitment of the current Haitian Government and international community to support stability and economic growth.<sup>2</sup> In his new capacity as United Nations Special Envoy to Haiti, Clinton articulated his commitment to involve the Haitian diaspora from all corners of the globe in the economic development and investment promotion initiatives he plans to support. He underscored the urgency of diaspora engagement by stating that, “Haiti needs you now.”

However, the Haitian diaspora’s involvement in Haiti is not new—Haitians living abroad have played a critical role in keeping their fragile home country afloat amid constant political unrest and economic fragility since their mass emigration began in the 1960s and 1970s. In 2008, financial remittances to Haiti reached an all-time high of \$1.87 billion<sup>3</sup> or 20 percent of gross domestic product—despite the crippling effects of the global financial crisis—further demonstrating the resolve of Haitians living abroad to support friends and family back home. But Haitian diaspora contributions extend well beyond household-level remittances to providing technical assistance and financial resources for medical missions, post-disaster relief, infrastructure support, farming activities, sanitation, reforestation efforts, and microloans, in addition to important lobbying and advocacy efforts in their host countries.

One unexplored opportunity has been the authentic collaboration between traditional development actors—including the government and international aid community—and the organized Haitian diaspora community to better work together and reinforce each others’ efforts.

Therefore, in recent years, the U.S. Agency for International Development (USAID) and other donors have increased their efforts to harness the largely untapped potential of the Haitian diaspora as a strong development partner. From 2007 to 2009, the Inter-American Development Bank and International Fund for Agricultural Development co-financed a project, managed by Haitian microfinance institution Fonkoze, that focused on the enhancement of remittance services to rural Haitians by expanding and improving money transfer services in Haiti and building the capacity of Haitian hometown associations (HTAs).<sup>4</sup>

At the same diaspora conference where Clinton spoke in early August 2009, USAID Acting Administrator Alonzo Fulgham reiterated USAID’s intention “to be at the forefront of efforts aimed at making the Haitian diaspora an even more active participant in the strategic economic

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<sup>1</sup> The Haitian League is a nonprofit diaspora organization founded in 2003 and headquartered in New Jersey. For more information, visit the website: <https://www.haitianleague.org/default.aspx>.

<sup>2</sup> See notes from Haiti Donor’s Conference, held in April 2009, <http://events.iadb.org/calendar/eventDetail.aspx?source=press&lang=en&id=525>.

<sup>3</sup> Source: Inter-American Development Bank, <http://www.iadb.org/mif/remittances/>.

<sup>4</sup> HTAs are organizations that allow immigrants from the same city or region to support each other in their new communities and, often, provide collective support to their place of origin.

development of Haiti.” He highlighted two new USAID/Haiti projects<sup>5</sup> designed to more effectively engage the Haitian diaspora and mentioned that all USAID projects will soon have some sort of diaspora engagement component.<sup>6</sup>

Currently, there are an estimated 4.5 million<sup>7</sup> Haitians residing outside of Haiti, with the most active organized communities concentrated in Canada and the United States. The Haitian diaspora has formed hundreds of associations to strengthen and support each other in their new countries and to mobilize resources for the country they left behind. There are reportedly more than 200 HTAs in New York, Miami, Boston, Montreal, Ottawa, and the French Caribbean.<sup>8</sup> In addition to HTAs, there are dozens of humanitarian, faith-based, and professional diaspora organizations. The capacities of these organizations to engage in development programs varies significantly and are affected by factors such as the organization’s legal status, leadership, membership size and demographics, and geographic and technical areas of focus. Many Haitian diaspora organizations are not formally registered and most are wholly run by volunteers.

Nonetheless, the momentum that is building in both the donor and the diaspora communities to better collaborate for development presents a near-term opportunity for USAID to begin integrating the diaspora into its Haiti programs. There is a growing belief that despite their current capacities, diaspora organizations could be strengthened to serve as valuable intermediaries between traditional development actors, the homeland government, and the broader diaspora, playing a significant development role in the long run.<sup>9</sup> To ensure optimal engagement of the Haitian diaspora, each USAID project will need to think critically about how it is best-placed to create or reinforce sustainable engagement mechanisms that will help build the capacity of diaspora organizations and encourage their long-term involvement in development initiatives.

## Developing a DEED-Appropriate Strategy

In 2007 USAID designed a watershed management project, Economic Development for a Sustainable Environment (Développement Economique pour un Environnement Durable – DEED), with a diaspora engagement component built into it. It was awarded to DAI for implementation in January 2008.

### DEED and Its Diaspora Engagement Targets

DEED is a three-year program (January 2008–January 2011) working in two vital watersheds—90,000 hectares around Montrouis in Haiti’s Western Department and Limbé in the Northern Department. The project focuses on environmentally sustainable economic development through commercial agriculture, alternative livelihood development, natural resource management (NRM), and environmental recovery. Specifically, DEED is working to:

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<sup>5</sup> The two projects are Haitian Diaspora Marketplace (HDM) and Haiti Integrated Financing for Value Chains and Enterprises (HI-FIVE).

<sup>6</sup> To learn about more about USAID’s Diaspora Network Alliance Initiative, visit [http://www.usaid.gov/our\\_work/global\\_partnerships/gda/remittances.html](http://www.usaid.gov/our_work/global_partnerships/gda/remittances.html).

<sup>7</sup> As reported by the president of the Haitian League.

<sup>8</sup> Félix, Katleen, Presentation at UNITAR Labor Migration Seminar, October 2, 2008.

<sup>9</sup> <http://www.unitar.org/ny/sites/default/files/Presentation%20Fonkoze%20at%20UNITAR%20OCT2thv2.pdf>

Remarks made by Jennifer Brinkerhoff, co-director of the George Washington University’s Diaspora Research Program, at the World Bank Conference for Diaspora and Development. Washington D.C., July 14, 2009.

- Raise the household income in the target areas as a result of improvements in agriculture, marketing, and off-farm employment;
- Increase the amount of fragile land under environmentally sound management—reducing unsustainable cropping on fragile hillsides;
- Implement improved and sustainable management for priority conservation areas that improves the biophysical conditions of the ecosystems; and
- Leverage funds from the private sector for investment in enterprise development and watershed management in the target watersheds.

DEED's integrated approach includes collaboration with a full spectrum of actors in the private and public arenas. Since January 2008, DEED has provided technical assistance and given out 30 grants totaling \$5 million to public, private, and local partners, including producer groups, to support initiatives such as:

- Improved irrigation systems;
- Yam production and reforestation for soil conservation in Camp Coq, Limbé;
- Beekeeping and honey production in Montrouis and fish farming in Marmelade as alternative livelihoods to unsustainable farming;
- Increased environmentally sustainable vegetable and fruit production in the north for local consumption;
- Capacity building of producer groups for improved self-governance and enterprise development;
- Farmer exchange programs to facilitate peer-to-peer training; and
- Production of trees for reforestation.

DEED's diaspora engagement component lies in Result 7, which calls for the project to leverage private sector investment to deepen project impact on the target watersheds. Requirement 7.2 aims to harness the talents and resources of the Haitian diaspora for this purpose, calling for a system for channeling diaspora funds and expertise to support enterprise development and conservation activities in the DEED watersheds. DEED's targets and milestones for diaspora engagement are summarized in Table 1.

**TABLE 1: DEED DIASPORA ENGAGEMENT CATEGORIES AND TARGETS**

Requirement 7.2	Category	Milestones & Targets
System for channeling diaspora funds and expertise to producer groups, watershed enterprises, and watershed management councils in place	Intellectual Investments	<ul style="list-style-type: none"> <li>• 500 person-hours of diaspora expertise spent on watershed development issues in the targeted watersheds.</li> </ul>
	Financial Investments	<ul style="list-style-type: none"> <li>• Diaspora Investor Forum hosted: Q6.</li> <li>• A Diaspora Investment Fund in place by Year 3.</li> <li>• \$1 million in diaspora funds being channeled to transparent, business-run, democratic groups in the watersheds by Year 3.</li> </ul>

The DEED proposal outlined two main mechanisms that the team would support to attain the project's diaspora engagement targets:

- An **intellectual work program** to facilitate 500 hours of diaspora volunteered technical expertise; and
- A **Diaspora Investment Fund** to channel \$1 million of diaspora investments to the watersheds.

In Year 2 of project implementation, DEED hired a consultant, Natalie Domond, Associate Development Specialist at DAI, to help the project develop a strategy to reach its diaspora intellectual and financial targets, taking into account the current project direction, time remaining, and resources available.

## Methodology

When beginning strategy development, DEED quickly determined that it needed to re-assess the feasibility of achieving the diaspora targets through the mechanisms proposed. Since DEED began operations in January 2008, new donor-funded projects have emerged that are working with the diaspora and may present linkages opportunities. In addition, DEED learned that there were many unanswered questions about the true interests, motivations, and capacity of the diaspora as well as related to the potential constraints on and drivers of their increased and sustained participation in Haiti's development—particularly with respect to NRM. Ultimately, through the strategy development process, DEED wanted to understand how it could strengthen or develop intermediate sustainable mechanisms that would match the skills and interests of the diaspora with the needs and demands of stakeholders in the project watersheds—all while moving toward attainable targets.

For the purposes of the strategy, DEED defined the “Haitian diaspora” as individuals of Haitian origin with their permanent residence outside of Haiti. Diaspora organizations are defined as those that are wholly or mostly diaspora-funded and -operated.

The original strategy development scope of work outlined a 30-day, two-phased approach, with the first 15 days dedicated to conducting diaspora market research and developing a draft strategy and the second 15 days devoted to testing the draft strategy with a few diaspora actors and revising it as necessary. However, DEED learned early on that trust and personal connections were critical to getting interviews with key diaspora members, so the consultant remained flexible to new leads and directions. As a result, the strategy development became more of an iterative process: the cycle of market research, strategy development, test implementation, and strategy revision occurred several times.

Table 2 summarizes the main components of DEED's strategy development process.

**TABLE 2: MAIN COMPONENTS OF DEED'S DIASPORA ENGAGEMENT STRATEGY DEVELOPMENT**

Summary	Details
<b>Strategy Development Consultations</b>	
Ongoing meetings with DEED leadership to discuss engagement opportunities/options and overall strategy development	Main contacts: <ul style="list-style-type: none"> <li>• DEED Chief of Party</li> <li>• DEED Director of Communications</li> </ul>
Meetings in Haiti and the United States with donors and aid programs currently engaging or looking to engage the diaspora to explore opportunities to collaborate and share lessons learned	Representatives met with include: <ul style="list-style-type: none"> <li>• Inter-American Development Bank</li> <li>• USAID HI-FIVE</li> <li>• Sogebank Foundation/Haitian Diaspora Marketplace</li> <li>• Florida Association for Volunteer Action in the Caribbean and the Americas</li> <li>• Fonkoze</li> </ul>
<b>Diaspora Market Research</b>	
Semi-structured in-person and phone interviews with leaders in the South Florida, Washington, D.C., Boston, and New York diaspora communities to understand interest areas, drivers, and constraints with regard to engagement in Haiti	15 leaders were interviewed from organizations such as: <ul style="list-style-type: none"> <li>• National Organization for the Advancement of Haitians (NOAH)</li> <li>• Association of Haitian Professionals</li> <li>• Haitian-American Center for Economic and Public Affairs</li> <li>• The Lambi Fund</li> <li>• Haitian-American Leadership Organization</li> </ul>
Attended diaspora-sponsored events in Haiti, Washington, D.C., and Miami to conduct informal interviews. Met with a wide range of diaspora members from different organizational affiliations to discuss DEED engagement opportunities and gauge interest in potential partnerships	Events attended: <ul style="list-style-type: none"> <li>• Association of Haitian Professionals event on bio-fuels for development, Washington, D.C.</li> <li>• The Haitian League pre-conference networking event, Port-au-Prince, Haiti</li> <li>• The Haitian League's Diaspora Unity Congress, Miami, Florida</li> </ul>

In determining which diaspora organizations to reach out to, the consultant targeted organizations whose mission and expressed interest area overlapped with DEED's geographic and technical areas of focus. The following questions guided the semi-structured and informal interviews with members of the diaspora:

- How are you and/or your organization currently involved in Haiti?
- Would you and/or your organization be interested in supporting improved natural resource management and conservation efforts in the two DEED watersheds?
- What about DEED's work is particularly interesting to you? Why?
- What is your ability and/or interest in volunteering technical expertise and/or investing financially?
- What could the project do to facilitate your involvement in these ways?
- What are the perceived benefits and/or risks to investing your time and/or money in Haiti?
- How do you feel about partnering with USAID?
- How big of a role do tax incentives play in your willingness to financially support development initiatives?

- What do you see as challenges to the diaspora's increased involvement in Haiti's development?

The next section highlights the key insights gained from the diaspora interviews. For a complete list of donor meetings and diaspora semi-structured interviews conducted, see Annex C.

## Insights from the Haitian Diaspora

The following insights gained from interviews with targeted diaspora members and attendance at diaspora-organized events were critical to informing DEED's strategy.<sup>10</sup>

- **There is growing interest in environmentally sustainable economic development and natural resource management initiatives.** Although "watershed management" did not resonate much with interviewees, DEED's focus on supporting job creation, sustainable agriculture, conservation, environmental recovery, and disaster preparedness did. Two major drawbacks identified by some respondents to getting diaspora intellectual and financial investments in NRM were 1) the geographic limitation of DEED's mandate, and 2) the kind of technical expertise required. At the Diaspora Unity Congress, several sessions on sustainable agriculture, restoration of forests, and ecology, energy, and water management were all very well-attended. The importance of preserving and restoring Haiti's natural environment and its relation to economic development made its way into discussions in many other sessions as well. Environmentally sustainable development has also been the subject of a recent series of events organized by the Association of Haitian Professionals in Washington, D.C.
- **There are mixed feelings about partnering with USAID.** For the most part, respondents expressed an unclear understanding of how the USAID and contractor/nongovernmental organization (NGO) relationship works and how they (the diaspora member/organization) might fit into this framework. There were also concerns about poor coordination among donors and their projects, lack of transparency in procurement decisions, and weak accountability of NGOs/contractors, and frustration based on the perception that little to no effort is being made to consult or involve diaspora organizations in program design or implementation. Some interviewees were aware of USAID's new diaspora-oriented initiatives such as HDM, but did not know who to contact or where to go for information. They also voiced frustrations over mixed and confusing messages from USAID.<sup>11</sup> However, despite these frustrations, most respondents were open to exploring partnerships, particularly in cases where accessing funding would be an option.
- **Many see a lack of trust and unity in the diaspora as a major challenge to enhanced diaspora engagement in Haiti.** Most respondents remarked that there is a lack of unity as well as serious mistrust within the diaspora. Many attribute this to the social divisions along educational, class, and political lines that are frequent in Haiti and have been perpetuated in its diaspora. As a result, many groups do not work together on issues of common concern as they could or should. Respondents also noted that there have been numerous failed investment schemes in Haiti and the United States that have further fractured social bonds. Most recently, in 2008 a Ponzi scheme targeting Haitian-Americans and run by a South

<sup>10</sup> Comments will not be attributed to individuals or organizations unless permission was given to do so.

<sup>11</sup> Most interviewees saw all USAID projects as one and the same and did not seem to make a distinction between implementing partners and USAID.



Florida Haitian-American collected more than \$23 million from thousands of diaspora investors.<sup>12</sup> Many interviewees cited the lack of a trustworthy fiduciary, financial intermediary, or local counterpart as an impediment to business and philanthropic investments.

- **There are still many perceived risks to investing financially in Haiti.** Haitian diaspora interviewees repeatedly cited the many risks of security instability, weak judicial institutions, and expensive credit options, as well as corruption and difficulty finding a trustworthy financial intermediary, as serious deterrents to philanthropic and profit-driven investing in Haiti. However, some expressed hope given the improved security situation and increased international attention being placed on Haiti through Bill Clinton's recent appointment as the United Nations Special Envoy to Haiti.
- **The financial capacity of many diaspora members and organizations to invest is limited.** Many interviewees expressed concern about the financial ability of the diaspora to make significant investments. At the Diaspora Unity Congress, one presenter noted that about 50 percent of the diaspora makes less than \$50,000 per year<sup>13</sup> and questioned where the diaspora investment capacity for development would come from.<sup>14</sup> The average HTA raises \$3,000; the upper limit is \$20,000.<sup>15</sup> Professional associations—such as the Haitian League, the Haitian American Nurses Association, and NOAH—that attract more highly educated members have been more successful in mobilizing large amounts of resources for Haiti. Tax benefits were reported as being important for any larger-scale fundraising or investment initiatives. When asked their thoughts about HDM, most thought it seemed like a good initiative but mentioned that, in addition to the grant, they would like USAID to offer assistance in identifying low-cost financing options for the diaspora's portion of the contribution.
- **There are organizational capacity constraints to diaspora engagement as well.** Most diaspora organizations are run by volunteers and have a small number of active leaders; this seriously limits the size and scope of initiatives that the groups can take on. Additionally, many of the smaller HTAs are not legally registered. Many organizations expressed interest in helping to mobilize volunteer labor or financial investments but appealed to donors to consider providing grants to help pay for part-time and full-time staff or to cover overhead and administrative costs in support of these efforts.

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<sup>12</sup> <http://www.sec.gov/news/press/2008/2008-306.htm>.

<sup>13</sup> Remarks made by Tatiana Wah, professor at the New School University and author of *Haiti's Development through Expatriate Reconnection: Conditions and Challenges*, 2003.

<sup>14</sup> The relatively weak economic position of the U.S. diaspora was illustrated by a 2005 report from the Brookings Institution that showed that in Miami-Dade County, home of the highest concentration of Haitians in the United States, the Haitian median household income of about \$27,000 was less than any other ethnic group in the county. Brookings Institution Metropolitan Policy Program, *The Haitian Community in Miami-Dade, A Growing Middle Class Supplement*, 2005.

<sup>15</sup> Tatiana Wah, Diaspora Unity Congress, 2009.

# Strategic Recommendations

## Overview of Key Findings

The strategy development process—most notably the diaspora market research and meetings with other donor projects—revealed some important insights that affect how DEED should move forward on its diaspora engagement targets.

### ***New USAID project players mean a changing role in diaspora engagement for DEED***

Since the diaspora investment targets were originally defined for DEED, new USAID projects have emerged with programmatic focuses on diaspora engagement; this presents opportunities for synergies and a potentially shifting role for DEED to heighten the impact of the projects' collective efforts.

For example, the Watershed Initiative for National Natural Environmental Resources (WINNER) project began operations in June 2009 and is scheduled to run through 2014. Like DEED, WINNER also focuses on environmentally sustainable economic development, but it is working in three different watersheds. By creating and reinforcing mechanisms for diaspora engagement in NRM-focused work, DEED is building a potential pipeline of partners and mechanisms that will be useful to WINNER as well. These potential synergies highlight the value of working with WINNER to ensure that the engagement mechanisms are well-designed to serve the stakeholders on both projects.

Also, the July 2009 launch of HI-FIVE and HDM requires DEED to re-think its diaspora engagement role. Given their project mandates, HI-FIVE seems ideally placed to take the lead on the creation of the Diaspora Investment Fund, while HDM seems better positioned to organize the Diaspora Investor Forum. More details about these programs' comparative advantages will be elaborated upon in the Financial Investments Recommendations section.

### ***DEED is a valuable resource to the diaspora and other USAID projects***

The DEED project's participatory approach in the watersheds has facilitated building strong relationships with producer groups, enterprises, and local governments in the watersheds. DEED has also conducted market opportunity assessments in both watersheds so it is well-versed in the environmentally friendly business and livelihood options and opportunities in these areas. Therefore, DEED could add tremendous value in facilitating and intermediating connections among diaspora members, other USAID projects, and local communities to support the wide range of investment and volunteer opportunities that exist in the two watersheds. How to use DEED's comparative advantage in knowing and understanding investment opportunities in the two watersheds will be highlighted throughout the recommendations.

### ***Building effective diaspora engagement mechanisms will take time***

Diaspora market research revealed that there is a wide range of capacities and agendas within diaspora organizations which affect what types of investment opportunities would be of greatest interest to them, as well as which engagement mechanism would be most appropriate for them to use. Interviewees also raised issues of mistrust of each other (within the diaspora) and

USAID (including NGOs and contractors) that would affect how quickly and easily partnerships may be able to form. All of these points underscore the importance of DEED taking a focused approach and working with a few diaspora partners, which would allow for open dialogue to occur and trust to build. In addition, these insights suggest that USAID projects will need to work together to ensure that efforts are well-coordinated and that a consistent and unified message is presented to the diaspora. These insights are taken into consideration in all of the recommendations.

Market research helped to inform the development of a Typology of Potential Partners chart. Understanding the characteristics of some main potential diaspora partners provides a good framework for determining what engagement mechanisms might best match the organization's interests and needs.

**TABLE 3: TYPOLOGY OF POTENTIAL PARTNERS**

Type of Diaspora Organization	Key Characteristics
Haitian Hometown Associations	Associations formed by migrants from the same hometown or region. Usually run by a small core team of volunteers (3–5) and do not have official nonprofit status. Engage in Haiti mostly through "collective remittances," which are philanthropic investments to support development projects on which no financial return is desired.
Diaspora Business/Profit-Oriented Investors	Diaspora businesspersons looking to support a commercially viable business venture on which they seek to make a profit or wish to retain an ownership share in. May have varying degrees of business experience.
Humanitarian or Professional Diaspora Associations	Formed to support Haitian migrants (first, second, and third generation) united around a common cause. Some bring together members of a common profession, and others have a diverse membership to support a common mission. Tend to be larger and have 501(c)3 status, but are mostly staffed by volunteers like the HTAs. These types of associations often have larger membership and greater capacity to mobilize human and financial resources. Examples of such associations include NOAH, The Haitian League, and Haitian People's Support Project.

## Recommendations Summary

The key findings led to the identification of **eleven strategic recommendations** that are divided into **three main sections**. Together, these 11 recommendations aim to provide specific guidance on how DEED should move forward on its diaspora engagement efforts. The sections are broken out as follows:

Section	Number of Recommendations
Overarching Recommendation	One (R1)
Intellectual Investments Recommendations	Five (R2–R6)
Financial Investments Recommendations	Five (R7–R11)

Table 4 summarizes the consultant’s opinion as to whether the current intellectual and financial investment targets are still attainable and presents recommendations for how DEED should direct its efforts going forward.

**TABLE 4: REACHING DEED’S DIASPORA ENGAGEMENT TARGETS**

Category	Targets	Still Attainable?	How? (Recommendation Numbers: R1-R11)
Intellectual Investments	<ul style="list-style-type: none"> <li>• 500 person-hours of diaspora expertise spent on watershed development issues in the targeted watersheds.</li> </ul>	Yes	<ul style="list-style-type: none"> <li>• Form a strategic partnership with 2–3 volunteer and diaspora organizations to meet demands for volunteers on a rolling basis (R2 and R3)</li> <li>• Organize one large volunteer mission with a diaspora organization (R3)</li> <li>• Support other ways of enticing diaspora organizations and individuals to volunteer (R4, R5, R6)</li> </ul>
Financial Investments	<ul style="list-style-type: none"> <li>• Diaspora Investor Forum hosted: Q6.</li> <li>• A Diaspora Investment Fund in place by Year 3.</li> <li>• \$1 million in diaspora funds being channeled to transparent, business-run, democratic groups in the watersheds by Year 3.</li> </ul>	Potentially – in collaboration with other USAID projects	<ul style="list-style-type: none"> <li>• Revisit the feasibility of the targets given the insights gained from the strategy development process (R7)</li> <li>• Encourage reassigning primary responsibility for the creation of the Fund and the hosting of the Forum to projects that are better positioned to take these on (R8)</li> <li>• Explore the possibility of using DEED’s grant mechanism to provide grants to investors (R9)</li> <li>• Continue to nurture relationships with diaspora organizations to build trust and explore investment opportunities in watersheds (R10)</li> <li>• Leverage upcoming trade and business missions to promote investment opportunities (R11)</li> </ul>

The annexes include the following additional tools and information for the project's use:

- **Annex A** lists high-potential diaspora partner leads and their contact information.
- **Annex B** is a copy of the final version of the DEED Diaspora Marketing Flyer used during strategy development and finalized based on diaspora feedback. This, along with select success stories and newsletters, can serve as the core marketing material for outreach efforts.
- **Annex C** is the list of donor meetings and diaspora semi-structured interviews held.

## Overarching Recommendation (R1)

The strategy development process highlighted the need for one overarching recommendation that would support all of DEED's diaspora engagement efforts:

**R1: Encourage USAID to lead a diaspora working group to coordinate near-term diaspora engagement efforts and to support a longer-term strategy.**

The USAID Acting Administrator's statement that all Haiti programs will soon have some sort of diaspora component emphasizes the importance of USAID projects beginning to work together *now* to better coordinate efforts. If USAID/Haiti projects are not well-coordinated in their diaspora programming and outreach efforts, they risk falling short of optimizing diaspora engagement. Moreover, during market research, many diaspora members expressed frustration with mixed and confusing messages from USAID and its projects—further underscoring the importance of USAID project coordination with regard to this common market.

Therefore, it is highly recommended that a diaspora working group be established that, at a minimum, brings together USAID projects and is open to non-USAID projects and representatives from diaspora organizations, when appropriate. In early August 2009, the USAID HI-FIVE project convened an inaugural diaspora working group session, which could be a good initiative to build on.

The suggested purpose of the working group would be to:

- Lay out a vision for the Haitian diaspora's engagement in USAID programs;
- Identify and nurture project synergies and linkages (for example, WINNER and DEED, HDM and DEED);
- Ensure that every program understands how the others are currently trying to engage the diaspora;
- Coordinate outreach and communication efforts to the diaspora market;
- Gather insights and share lessons learned from diaspora engagement; and
- Serve as a resource for diaspora organizations looking to partner with USAID.

This working group is the suggested forum for DEED and WINNER to collaborate closely on engagement efforts.

It is recommended that USAID take the lead on developing a workplan and protocol for the working group.

## Intellectual Investment Recommendations (R2–R6)

DEED's intellectual investment target is 500 hours of volunteered diaspora expertise by January 2011. The 500 hour target breaks down to 62.5 days and could be attained through several possible configurations—for example, 13 volunteers for 5 days each or 7 volunteers for 10 days each. However, identifying, recruiting, and mobilizing international volunteers can easily be a full-time effort, as is evident through the existence of organizations such as the Peace Corps, IndiCorps, and Florida Association for Volunteer Action in the Caribbean and the Americas (FAVACA) that specialize in recruiting, orienting, and placing volunteers. The DEED project does not currently have the human or financial resources necessary to dedicate staff full-time to

a volunteer program; nevertheless, DEED and its staff are well-placed to work with community stakeholders in the two watersheds to identify areas where volunteer technical assistance would be most beneficial and to work with these clients to develop appropriate scopes of work.

Given these considerations, the most effective approach for the DEED project would be to partner with existing organizations or associations that have a demonstrated capacity to recruit and mobilize volunteers to Haiti. Such a strategic partnership would allow each actor to focus on its comparative advantage: DEED would focus on identifying the demand for technical assistance and providing in-country support during the assignment, and the volunteer organization would focus on the supply of expertise and U.S.-based planning and preparations.

**TABLE 5: REACHING DEED'S INTELLECTUAL INVESTMENT TARGETS**

Category	Targets	Still Attainable?	How?
Intellectual Investments	<ul style="list-style-type: none"> <li>• 500 person-hours of diaspora expertise spent on watershed development issues in the targeted watersheds.</li> </ul>	Yes	<ul style="list-style-type: none"> <li>• Form a strategic partnership with 2-3 volunteer and diaspora organizations to meet demands for volunteers on a rolling basis (R2 and R3)</li> <li>• Organize one large volunteer mission with a diaspora organization (R3)</li> <li>• Support other ways of enticing diaspora organizations and individuals to volunteer (R4, R5, R6)</li> </ul>

DEED has already established a strategic partnership with one volunteer organization, FAVACA. In June 2009, DEED signed a one-year memorandum of understanding with FAVACA that outlines clear division of responsibilities—allowing each party to focus on what it is best-placed to do—to support timely recruitment and field placement of volunteers for high-priority technical assignments. In the current arrangement, DEED works with local partners to identify, prioritize, and short-list requests for volunteer technical assistance, while FAVACA draws candidates from its Volunteer Corps Skills Bank and its institutional network to present to DEED. Once a consultant is selected, FAVACA is responsible for pre-departure planning, logistics, and orientation of the volunteer. Upon the volunteer's arrival in-country, the DEED project takes the lead on pairing the volunteer with local technical experts to complete the assignment and provides necessary logistics and administrative support. DEED and FAVACA have worked out an administrative recovery fee schedule to cover the cost of FAVACA's labor, volunteer travel costs, and overhead associated with volunteer placement. At the time of this report, no volunteers had been mobilized through this partnership.

As part of the strategy development process, DEED also re-connected with the National Organization for the Advancement of Haitians, with which DAI had discussed a potential strategic partnership during the DEED proposal stage. Founded in 1991 as a nonprofit social policy and economic development organization, NOAH now has chapters in Washington, D.C., Los Angeles, Miami, New York, Chicago, Atlanta, and Port-au-Prince and boasts a membership of more than 5,000. NOAH's efforts over the years have included a mix of U.S.- and Haiti-focused humanitarian, democracy-building, cultural, and economic development initiatives.<sup>16</sup> With regard to volunteer mobilization, NOAH has organized numerous medical missions with volunteers ranging from medical students to experienced Haitian and non-Haitian professionals.

<sup>16</sup> <http://www.noahhaiti.org/>.

It has a demonstrated capacity in fundraising, volunteer recruitment, and mobilization, as well as in-country logistics and planning. In an August 4, 2009, meeting, Joseph Baptiste, founder and president of NOAH, expressed interest in broadening the organization's focus to include mobilizing technical experts along an NRM and environmental theme.<sup>17</sup> He is scheduled to meet with the DEED Chief of Party on August 27, 2009, in Port-au-Prince to discuss possibilities and next steps.

Establishing a strategic partnership with NOAH or another diaspora organization with a similar profile, track record, and interest in supporting NRM efforts could serve as a mutually beneficial and cost-effective means to strengthening the capacity of the diaspora organization—through broadened capabilities and new connections in the environmental arena—while moving DEED toward its diaspora volunteer targets.

In addition to these strategic partnerships, it is recommended that DEED not look narrowly at in-country volunteer assignments as the only means of harnessing the intellectual strength of the Haitian diaspora. There are also opportunities to use diaspora-volunteered technical assistance remotely or to look toward diaspora-run businesses and independent consultants who could work on the project through formal contracting agreements.

The specific recommendations for DEED to attain its diaspora volunteer targets while creating or reinforcing mechanisms for sustained intellectual investment are:

**R2: Optimize the relationship with FAVACA to recruit and mobilize volunteers and market DEED engagement opportunities to the diaspora.**

DEED's existing memorandum of understanding with FAVACA presents an immediate opportunity to begin recruiting and fielding technical experts. FAVACA has been recruiting and placing volunteers throughout the Caribbean since 1982.<sup>18</sup> Although it was originally state-funded, FAVACA is looking to diversify its funding sources and is not limited exclusively to mobilizing volunteers residing in Florida. With an organizational mission centered on volunteer mobilization, it has built a solid network of contacts in the nonprofit, university, governmental, and commercial sectors in Haiti and the United States and has the institutional knowledge, resources, and systems needed to be a strong partner for the development community in Haiti. From 2006 to 2007, FAVACA managed the \$1 million Florida-Haiti Initiative, funded by the State of Florida, which focused on increasing economic growth, security, and disaster preparedness in Haiti. As part of this initiative, it sent more than 100 experts to Haiti to provide technical assistance and training.<sup>19</sup>

FAVACA's network could also serve as a reliable marketing channel for DEED engagement opportunities. FAVACA staff maintain close and constant ties with the Haitian-American community in Florida, home of the highest concentration of Haitian immigrants in the United States and a vibrant diaspora community. With three full-time staff based in South Florida and five in North Florida, FAVACA representatives are frequent participants in many diaspora-organized events, including the recent Haitian Diaspora Unity Congress held in Miami.

In September 2009 FAVACA will be conducting the first of two Western Union-funded training sessions for Florida-based Haitian HTAs that will concentrate on fundraising skills and, most

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<sup>17</sup> Meeting with NOAH Founder and President, Dr. Joseph Baptiste, August 4, 2009.

<sup>18</sup> For more information on FAVACA's mission and history, visit [www.favaca.org](http://www.favaca.org).

<sup>19</sup> Information provided by FAVACA's Director of Development, Rebecca Reichert, [rebecca@favaca.org](mailto:rebecca@favaca.org).



likely, business plan development (in response to the demand created by HDM). The second session will focus on project management and accountability. Given FAVACA staff's constant contact with the diaspora community, making sure they stay well-informed of how USAID projects, including DEED, are looking to engage the diaspora will serve as a cost-effective and reliable marketing channel. DEED should not rely exclusively on FAVACA for marketing to the diaspora, but should see it as one well-established channel that has already built trust within the Haitian-American community. Copies of the Diaspora Marketing Flyer (Annex B) have already been shared with FAVACA and will be shared with HTA training participants in September. FAVACA's proven capacity as a volunteer organization and its well-maintained connections with the Haitian diaspora community make it an ideal partner for DEED's diaspora volunteer recruitment and overall marketing efforts.

### **R3: Set up a strategic partnership with one or two lead diaspora professional associations that DEED can work with to organize a volunteer mission.**

With the growing number of USAID projects that are looking to engage the diaspora, it makes sense to begin making a concerted effort to build the capacity of diaspora organizations that are well-positioned to serve as important intermediaries between development projects and the diaspora in the medium to long terms.

Given the time remaining on the project, it is recommended that the project focus its energy and efforts on supporting one large volunteer mission that could have high visibility and impact, in partnership with a diaspora organization. Not only would a volunteer mission of 10–15 people help DEED make significant progress toward its volunteer targets, but it would also present the opportunity to help build the capacity of the diaspora organization to serve its members through NRM-focused volunteer placements down the road. Finally, a volunteer mission of significant size would serve as an educational platform to bring together different diaspora and donor actors to gain a deeper understanding of how each group is looking to engage and begin a dialogue about future strategic partnerships. Ideally, this inaugural volunteer mission would attract a diverse set of diaspora community leaders who would be able to disseminate insights gained from the volunteer mission to their respective communities.

In the proposed volunteer mission, DEED would present a list of areas of technical expertise with immediate placement opportunities. The diaspora groups would recruit and organize a group of 10–15 volunteers with expertise in any of the identified technical areas.

The mission should have several key components:

- Orientation for the diaspora organization about USAID and DEED to inform marketing of the volunteer opportunity to its members.
- In-country orientation for the volunteers. As outlined in the diaspora market research, many interviewees expressed an unclear understanding of how the development world works, so this mission presents an ideal opportunity for USAID to hold an open forum with the diaspora volunteers.
- Placement for 5–10 days in a technical assignment that aligns with the volunteer's credentials. As much as possible, DEED should follow the same approach applied in its FAVACA arrangement and try to pair volunteers with local technical experts to ensure maximum knowledge-sharing.

- Pre-departure debrief with USAID where diaspora volunteers can share feedback and impressions. This session should also begin discussions about a vision and next steps for future diaspora/donor collaboration.

The key outcomes of this inaugural volunteer mission would be the following:

- Diaspora volunteers and organizational leadership leave with:
  - an enhanced understanding of how USAID and its implementing partners program funds, implement projects, and account for project success in Haiti;
  - insight on the inner workings of a USAID project through their first-hand experience;
  - a clear understanding of how USAID and its portfolio of projects intend to engage the diaspora; and
  - the contacts and network needed to organize another NRM-themed mission the following year (potentially in collaboration with DEED and/or WINNER).
- USAID and its projects have:
  - a better understanding of how exactly the diaspora wishes to engage (such as through volunteerism, paid consultancies, business ventures, information clearinghouse); and
  - captured diaspora feedback and suggestions for development programs based on their volunteer experience and discussed possibilities for continued exchange of ideas.

In addition to NOAH, the Haitian-American Association of Engineers and Scientists, the Haitian Engineering Association of Quebec and the Haitian People's Support Project also expressed interest in a strategic partnership with DEED. The Montreal-based Regroupement des Organismes Canado-Haïtiens Pour le Développement was not yet contacted but is an organization with similar credentials to NOAH and could also potentially serve as a strong intermediary between the Haitian diaspora and development projects down the road. Contact information for all of these organizations is included in Annex A.

This inaugural NRM-themed volunteer mission would aim to serve as an important first step in increasing the diaspora and donor communities' understanding of each others' interest areas, ideas, and motivations with regard to development in Haiti. Ultimately, it should help lay the groundwork for more fruitful collaboration on DEED, WINNER, and other USAID projects in the future.

#### **R4: Assist diaspora organizations by offsetting some of the costs of volunteer recruitment and mobilization.**

Many diaspora leaders expressed a need for financial support if their organizations were to support fielding individual volunteers or organizing a larger volunteer mission. Since many of the diaspora organizations are run by volunteers with full-time jobs, they are often understaffed and overextended. They also do not have a history of organizing volunteers around an NRM theme, so offsetting some of the organization's administrative costs might be necessary when recruiting this initial group of volunteers. In this case, DEED could use cost recovery terms similar to the agreement with FAVACA.

## **R5: Offer volunteer opportunities for remote technical assistance.**

For both the FAVACA and the diaspora organization partnerships, DEED should consider identifying volunteer assignments that can be completed remotely. Although demand for these sorts of assignments will probably be less frequent given the hands-on nature of much of DEED's watershed management work, several diaspora members expressed interest in this more flexible sort of arrangement. Some remote technical assistance opportunities could include reviewing consultant technical reports, reviewing and providing feedback on grantee proposals, or providing technical advisory services to DEED project staff.

## **R6: Explore more Haitian diaspora subcontract and consultant contract opportunities.**

Although DEED's intellectual investment targets are measured in terms of volunteer hours, the project should not overlook the opportunity to benefit from diaspora expertise through paid consultant or subcontract agreements. Doing this could serve a dual purpose: 1) building the capabilities of diaspora-run businesses and technical experts to provide paid technical services on USAID projects; and 2) spreading the word about the DEED volunteer and financial engagement opportunities that exist for the diaspora.

For example, DEED recently entered into a subcontract agreement with a Maryland-based, Haitian-owned engineering firm called CEEP Contracting (CEEPCO). The president of CEEPCO, Harold Charles, is involved in a variety of development initiatives in Haiti. He is personally very interested in the work DEED is doing and is aware of the project's volunteer targets. Because of his knowledge of and respect for the project, he proposed having some of his Haitian-American engineers stay a few days after their paid consultancies are completed to provide some volunteer services. In addition, Mr. Charles is also plugged into an expansive diaspora network in the United States and Canada and has already played an important role in marketing DEED to his colleagues just by sharing his own personal experiences.

## **Financial Investments Recommendations (R7–R11)**

DEED financial investment targets include the establishment of a Diaspora Investment Fund and the channeling of \$1 million in diaspora funds to transparent, business-run, democratic groups in the watersheds by Year 3. However, as mentioned earlier, since these financial investments targets were established, several new USAID projects have emerged that might seem better-placed to take the lead on some of these initiatives.

- One of the HI-FIVE financial services project's key components focuses on the Haitian diaspora. HI-FIVE works with Haitian financial institutions to support the development of new financial products and investment mechanisms to harness the potential of diaspora remittances. The project is already exploring opportunities with one financial institution to support an online investment platform to connect the diaspora with business investment opportunities in Haiti.
- HDM, managed by the Sogebank Foundation, is a business plan competition providing grants and technical assistance to diaspora entrepreneurs looking to invest in productive sectors throughout the country. Because its entire programmatic focus is on attracting viable diaspora investors, HDM/Sogebank Foundation would be a good organizing body for an investor forum. Furthermore, designating a local organization as the lead organizer of such a forum presents a good opportunity to expand its service offerings.

Although more USAID projects are working to attract diaspora financial investments, market research revealed some concerns from the diaspora about limited individual and organizational capacity to support and mobilize large amounts of funds. There are also still great perceived risks to investing in Haiti: diaspora interviewees repeatedly cited the many risks of security instability, weak institutions, and expensive credit options, as well as corruption and difficulty finding a trustworthy financial intermediary, as serious deterrents to philanthropic and profit-driven investing in Haiti.

Although many of these risks are outside of DEED's control, the project can still play a valuable facilitative role in identifying market-based investment opportunities and linking diaspora investors with local partners. Just as the DEED project is well-placed to work with local stakeholders to identify areas where intellectual investments are most-needed, DEED staff also possess an intimate understanding of the economic and business opportunities that exist in the watersheds and could serve in an important facilitative role to support diaspora financial investments.

**TABLE 6: REACHING DEED'S FINANCIAL INVESTMENT TARGETS**

Category	Targets	Still Attainable?	How?
Financial Investments	<ul style="list-style-type: none"> <li>• Diaspora Investor Forum hosted: Q6.</li> <li>• A Diaspora Investment Fund in place by Year 3.</li> <li>• \$1 million in diaspora funds being channeled to transparent, business-run, democratic groups in the watersheds by Year 3.</li> </ul>	Potentially – in collaboration with other USAID projects	<ul style="list-style-type: none"> <li>• Revisit the feasibility of the targets given the insights gained from the strategy development process (R7)</li> <li>• Encourage reassigning primary responsibility for the creation of the Fund and the hosting of the Forum to projects that are better positioned to take these on (R8)</li> <li>• Explore the possibility of using DEED's grant mechanism to provide grants to investors (R9)</li> <li>• Continue to nurture relationships with diaspora organizations to build trust and explore investment opportunities in watersheds (R10)</li> <li>• Leverage upcoming trade and business missions to promote investment opportunities (R11)</li> </ul>

The recommended actions for DEED with regard to attaining its diaspora financial investment targets are:

**R7: Revisit the feasibility of the DEED financial investment targets.**

Taking into consideration all of the insights gained from market research and strategy development, DEED should begin discussions with USAID to reconsider the feasibility of the project achieving its current financial investment targets.

Some main factors affecting the need for revisiting the targets are:

- There is a changing portfolio of USAID projects, which means that some new programs might be better placed to take the lead on the establishment of the Diaspora Investment Fund and the hosting of the Diaspora Investor Forum, two activities currently under DEED's purview.
- Diaspora market research revealed that there are many challenges—including financial limitations, organizational capacity, mistrust, and perceived risk—that will affect how much and how quickly diaspora members will be willing/able to mobilize funds within the project timeframe.
- The geographic focus of the project also further reduces the pool of potential investors.

Whether DEED can reasonably attain a target of channeling \$1 million of diaspora funds by January 2011 through a Diaspora Investment Fund will be ultimately dictated by how quickly the Fund is created. If USAID decides that the Fund should still be DEED's responsibility, then the targets might need to be reduced to less than \$1 million given the time constraints. Regardless of which USAID project takes the lead on supporting the creation of the Fund, DEED can still play an important and strong role in identifying viable investment opportunities.

Also, in revisiting the targets, DEED and USAID might want to reconsider how diaspora contributions are valued. Perhaps the project could count the value of diaspora financial contributions made as part of the volunteer missions as one means of investment. The overall success of diaspora engagement under DEED could also be evaluated by the success of efforts such as the inaugural NRM volunteer mission with a lead diaspora organization, discussed above in the intellectual investments strategy section.

## **R8: Encourage reassigning primary responsibility for the creation of the Diaspora Investment Fund and the hosting of the Diaspora Investor Forum.**

### ***Diaspora Investment Fund***

HI-FIVE would be an ideal project to take the lead on supporting the creation of a Diaspora Investment Fund. HI-FIVE is a financial services project that works with Haitian financial institutions. One of its five components will focus on supporting the development of new demand-driven financial products and investment mechanisms to harness the potential of diaspora remittances. At the August 2009 Haitian Diaspora Unity Congress, HI-FIVE presented an overview of its project objectives alongside HDM. Following its presentation, HI-FIVE asked the Haitian diaspora audience to complete extensive surveys designed to understand the current remittances practices and unmet product demand of the respondents.

Through its staff's technical expertise and relationships with financial institutions, HI-FIVE clearly has a comparative advantage in designing a Diaspora Investment Fund. If responsibility for the Fund is shifted away from DEED, the DEED project team will be able to focus on establishing investment mechanisms it is better placed to help guide, such as the NRM product capital fund.<sup>20</sup>

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<sup>20</sup> The NRM product capital fund would support local producer groups and small and medium-sized enterprises in innovative business ideas based on the use of sustainable use of natural resources.

### ***Diaspora Investor Forum***

The Diaspora Investor Forum also might be better managed by a project such as HDM or its managing organization, the Sogebank Foundation. HDM is a business plan competition that focuses entirely on attracting and facilitating diaspora new business ventures and investment in high-potential sectors such as manufacturing, tourism, agriculture, construction, and information technology throughout the country. It provides grants and technical assistance to facilitate these new investments.

As part of its mandate, HDM is also developing a marketing and communications strategy targeting diaspora in Canada, the United States, and elsewhere. Marketing tools include a website, a speaking tour, and direct outreach to diaspora entrepreneurs, businesses, and other organizations that could be interested in investing. HDM has also been reaching out to local chambers of commerce and government agencies such as the Centre de Facilitation des Investissements, to seek their support and partnership in this initiative.

Given the connections Sogebank Foundation/HDM is establishing with potential diaspora investors and local partners, it would serve as a good organizing body for an investor forum that brings together the full-range of investment opportunities identified by USAID projects. The Sogebank Foundation/HDM could start to build a reputation as a “one-stop shop” for diaspora to learn more out about investment opportunities on USAID-supported projects. In this arrangement, DEED’s role would be to identify opportunities in its two watersheds to present at the Forum.

Finally, having Sogebank Foundation/HDM organize the Forum presents an additional advantage because it will broaden the capabilities of a local organization that might be well-placed to organize similar forums down the road.

Exploring the possibility of reassigning primary responsibility for the Diaspora Investment Fund and Diaspora Investor Forum should be brought up to USAID by DEED.

### **R9: Explore whether the project can use its grants mechanism to match or leverage diaspora investments.**

One major incentive to partnering with USAID projects, according to most diaspora members interviewed, is the ability to tap into USAID funding. Although DEED’s grant fund was not originally intended for grants to diaspora organizations, it is a mechanism that the project already has in place and could be used for a similar purpose to the HDM grant fund.

HDM is working to entice diaspora investments through grants of up to \$100,000 (with a 2:1 cost-sharing requirement) and technical assistance for diaspora entrepreneurs with sound, commercially viable business ideas. A partnership with HDM presents an excellent linkages opportunity because HDM has significantly more resources than DEED to dedicate to marketing and outreach to the diaspora. In the case of a strategic partnership, if business proposals get submitted to HDM that would be appropriate for DEED to support, the project could help considerably by vetting the business ideas, finding local partners, and potentially providing a grant (that could be in lieu of or in addition to HDM’s grant).

**R10: Continue to nurture relationships with diaspora organizations to build trust and explore investment opportunities in the watersheds.**

During market research and test implementation, the consultant met a number of diaspora organizations with varying interests. Many groups and investors already had priority projects but were open to exploring opportunities for collaboration. DEED should continue to reach out to high-potential diaspora organizations to discuss potential partnership opportunities.

With regard to outreach, the Diaspora Marketing Flyer is one marketing tool that can be used, along with newsletters and success stories. Representatives from potential partner organizations can also be added to the project's monthly email updates sent out by the Director of Communications.

The list containing the names, contact information, and overview of interest areas of diaspora organizations met during this assignment is in Annex A.

**R11: Leverage upcoming business and trade missions to connect with potential investors.**

There are several diaspora- and non-diaspora-led business and trade tours that will be visiting Haiti over the coming months. In October 2009, Bill Clinton will lead an international trade mission of private investors to focus on opportunities in agriculture, construction, textiles, and energy. His mission is scheduled to coincide with the October 21–24 20<sup>th</sup> Business Forum of the Greater Caribbean, organized by the Association of Caribbean States, that will be hosted at the Karibe Hotel. The Haitian-American Center for Economic and Public Affairs is planning a business and trade mission November 4–7, 2009. Organizer J.C. Cantave is planning to bring the mission's largely diaspora contingent to meetings with public and private actors to explore opportunities in sectors such as transportation, agri-business, and manufacturing. The SIMACT Foundation<sup>21</sup> will also be organizing a trip of Haitian diaspora investors from Canada and the United States from October 31 to November 7, 2009.

These trade missions present a significant opportunity for DEED and other USAID projects to connect with potential investors. USAID project staff possess a wealth of knowledge about economic opportunities in the value chains and geographic areas where they are working, so they could provide valuable insight through a meeting or forum with trade mission participants, while making important contacts with potential diaspora investors.

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<sup>21</sup> [www.simactfoundation.org](http://www.simactfoundation.org).

## **Annex A: Diaspora Leads**

See the attached Excel document titled “DEED Diaspora Leads Tracker” for names and contact information.



## Annex B: Diaspora Marketing Flyer



# ECONOMIC DEVELOPMENT FOR A SUSTAINABLE

Environmental degradation in Haiti is the worst in the Western Hemisphere – a cause and result in Haiti's economic decline. USAID/Haiti's DEED project (Economic Development for a Sustainable Environment) works in two watersheds – 90,000 hectares around Montrouis and Limbé - focusing on environmentally sustainable economic development through commercial agriculture, alternative livelihood development, NRM and environmental recovery. Engaging local stakeholders as implementation partners best positions DEED to create successful and sustainable economic growth and environmental regeneration in the watersheds.

DEED is working to:

- Raise the household income in the target areas as a result of improvements in agriculture, marketing, and off-farm employment;
- Increase the amount of fragile land under environmentally sound management – reducing unsustainable cropping on fragile hillsides;
- Implement improved and sustainable management for priority conservation areas that improves the biophysical conditions of the ecosystems;
- Leverage funds from the private sector for investment in enterprise development and watershed management in the target watersheds.

**DEED's integrated approach** includes collaboration with a full spectrum of actors in the private and public arenas. Since January 2008, DEED has **provided technical assistance and given out 30 grants totaling \$5 million to public, private and local partners, including producer groups**, to support initiatives such as:

- Improved irrigation systems;
- Yam production and reforestation for soil conservation in Camp Coq, Limbé;
- Beekeeping and honey production in Montrouis and fish farming in Marmelade as alternative livelihoods to unsustainable farming;
- Increased environmentally sustainable vegetable and fruit production in the North for local consumption;
- Capacity-building of producer groups for improved self-governance & enterprise development;
- Farmer exchange programs to facilitate peer-to-peer training;
- Produce trees for reforestation

To learn more about DEED's innovative approaches, see some recent TV coverage of our projects on the following sites:

- Mangrove Protection in Limbé: <http://minustah.org/?p=15183>
- Activities in Montrouis: <http://minustah.org/?p=14524>

# HOW CAN HAITIANS LIVING ABROAD TAKE PART?

The DEED project is interested in engaging members of the Haitian Diaspora in the dynamic work it is doing in the Montrouis (from Arcahaie to St. Marc) and Limbé (Cap-Haitien to Marmelade) watershed areas, which encompass two of the five coastlines with the most potential for tourism development.

DEED is actively seeking individuals and groups that are interested in helping the project achieve its objectives in the two geographical areas through:

- volunteering their technical expertise; and/or
- investing in businesses, industries or other activities.

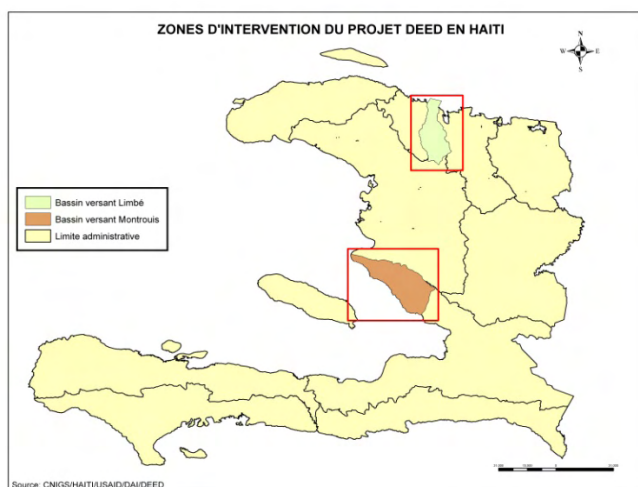
Examples of areas where DEED seeks Diaspora participation are:

- Natural resources/water law
- Disaster preparedness planning
- Geo-spatial information systems (GIS)
- Soil science
- Rural engineering
- Enterprise development
- Media and communications
- Conservation and eco-tourism

DEED also seeks experts in many important agricultural production sectors including: essential oils, vanilla, fruit trees, plantains, coffee, cacao, horticulture, apiculture, aquaculture, jatropha, charcoal, and any of the food processing industries.

If you want to learn more, please contact DEED's Director of Communication at: [Nathalie\\_Brunet@dai.com](mailto:Nathalie_Brunet@dai.com).

DEED is a USAID/Haiti-funded project implemented under contract by DAI.



Montrouis & Limbé watersheds on map of Haiti  
Photos: property of DAI



Citrus fruit processing

## Annex C: Semi-Structured Interviews List

Interviewee Name	Position	Organization
<b>Donor &amp; Development Project Perspectives</b>		
Jempsy Fils-Aime	Project Manager	Inter-American Development Bank
Eduardo Almeida	Private Sector Development Advisor	Inter-American Development Bank
Rebecca Reichert	Director of Development	FAVACA: Florida Association for Volunteer Action in the Caribbean and the Americas
Alain Denis	International Program Coordinator	FAVACA: Florida Association for Volunteer Action in the Caribbean and the Americas
Amy Wolfson	Intern	FAVACA: Florida Association for Volunteer Action in the Caribbean and the Americas
Patrick Vincent	Manager	Fondation Sogebank/Haitian Diaspora Marketplace
Katleen Félix	Project Manager	Fonkoze - Haitian Diaspora Project
Mike Godfrey	Chief of Party	USAID DEED
Nathalie Brunet	Director of Communications	USAID DEED
Greta Greathouse	Chief of Party	USAID HI-FIVE
Elie Lafortune	Deputy Chief of Party	USAID HI-FIVE
<b>Diaspora Perspectives</b>		
Dr. Yves Jodesty	Former President	Association des Médecins Haïtiens a l'Etranger
Giles Charleston	Founding Member	Association of Haitian Professionals
Harold Charles	President	CEEP Contracting
Jeff Lozama	President/General Manager	CMS International Group
Marlene Guillaume	Coordinator	CORPRA - Hometown Association for Petite Riviere de l'Artibonite
Wilfrid Belfort	President	Haiti Tourism Development Inc.
Jean-Claude Cantave	President	Haitian American Center for Economic and Public Affairs
Dr. Angelo Gousse	President	Haitian American Leadership Organization
Tania Delinois	Community Outreach Coordinator	Haitian Evangelical Baptist Church
Max E. Massac	Treasurer	Haitian-American Association of Engineers and Scientists
Marc Antoine Léveillé	Chairman	Haitian-American Association of Engineers and Scientists
Dr. Joseph Baptiste	President	National Organization for the Advancement of Haitians
Eric Walcott	Senior Advisor	National Organization for the Advancement of Haitians
Francois Adrien	Executive Director	Pikliz.com/Member of Fonkoze USA Board of Directors
Leonie Hermantin	Deputy Director	The Lambi Fund